

MEMORANDUM FOR: Assistant to DD/I (Administration)

SUBJECT : Area Training

1. Forwarded herewith for your information and consideration is a study prepared by the Plans and Policy Staff, OTR, to assist me in determining, within the current OTR budget and personnel ceiling, the proper size and scope of our area training facility. This study, though it deals in large measure with area orientation and training support for DD/P, is also intended to take into account the needs of DD/I and DD/S.

2. The conclusions and recommendations of this study may be summarized as follows:

a. To meet the objective to facilitate personal adjustment by an employee (and his dependents) to life and service with CIA overseas, OTR should

(1) continue and expand the present Americans Abroad Orientation (AAO) series of courses so as to encompass all overseas stations and bases, with attendance recommended for all staff and contract personnel, and their dependents, who are going to the country (area) for the first time;

(2) continue to present the Dependents Briefing, preferably on a compulsory basis for all first-timers, at least. (This is not an area course, per se, but it is complemented by the AAO as part of the preparation for overseas assignment.)

b. To meet the objective to develop on the part of an employee a general understanding of a country (area) and to enable him to appreciate its problems, OTR should

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(1) in close coordination with the area branches or other components, develop area bibliographies for "guided" or "required" reading (these bibliographies should include lists of publications of general interest or of more specific subjects, such as economic or political/military), and in conjunction with these bibliographies, prepare appropriate reading and discussion guides and oral and written tests to be conducted within the area branch or component.

(2) if there is a confirmed requirement and sufficient registrants, prepare and conduct short, intensive "area study" courses to supplement the required or guided reading (in this connection it is believed that priority attention should be given to the Middle East, Africa South of the Sahara, and South Asia);

(3) if appropriate and necessary to meet a stated requirement, recommend and arrange external training at a Washington area (or other) school, college, or university; and

(4) in cooperation with other Agency components, arrange for ad hoc lectures or seminars exploiting the current availability of an "area expert" or other exceptionally well-informed person to review current area problems of unusual interest and importance.

c. To meet the objective to enable an employee to carry out most effectively and efficiently his specific area assignment whether overseas or at headquarters, OTR should

(1) present the new Introduction to Overseas Effectiveness (IOE) course, including intensive study of the individual trainee's area of interest or assignment;

(2) recommend and arrange external training at an appropriate school, college, or university;

(3) be prepared, on the basis of firm requirements and a sufficient advance registration, to conduct up to three "senior seminars" per year to discuss and analyze current area problems of operational and/or intelligence interest.

3. The above conclusions and recommendations were arrived at by examining the needs of the various components, as evidenced by their participation in area courses, and reviewing OTR's resources to meet these needs. In the case of DD/I, we also had some very helpful notes and comments which you supplied.

4. I know that, in the past, DD/I has made fairly regular use of area courses and has shown special interest in regional studies and area seminars. However, total enrollment in these courses does not seem to warrant their continued presentation on a regularly scheduled basis in the face of higher priority requirements which are competing for our shrinking resources. Instead, it is proposed that we suspend the regular schedule of such courses and retain merely the capability to present regional studies and area seminars whenever sufficient demand for them exists. Any "gaps" left by this arrangement would be filled by external training.

5. I would very much appreciate your reaction to the concept of area training as set forth above. I am posing this same question to DD/P and DD/S in the hope that common agreement can be reached on the objectives and priorities which should govern this program. In considering this question, please remember that we desire, and it is our firm intent, to provide whatever area training the major components of the Agency believe is essential to their needs. Our aim is simply to eliminate or redirect courses or other training activities which are superfluous to needs.

MATTHEW BAIRD
Director of Training

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